Establishing a Plan-

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outside your budget, figure out why it happened and make changes." Use the ideas and utilize resources in a way that allows efficiency. To accomplish this don't compromise plans and objectives.

Joel: "At times of growth, like those we are in, assessing resource needs is challenging. We simply talk through the plans as we understand them and apply resources accordingly. It's important to note the words "apply"; it's not about adding in many cases but instead resetting priorities and reallocating existing resources."

Unrealistic plans can create more problems than they solve. For example, an impossible schedule set by one department may eventually affect the schedules of many other departments, causing inefficient use of resources, late introduction to the marketplace of an advertised product, and a general sense that things are out of order.

> What techniques do you use for evaluating project plans as a part of the planning process?

Jim: For finances, make spreadsheets for evaluation and confront it with all possible things that could go wrong. Timing aspects are very important but very difficult. In his profession Jim says, "What I do is dependent on the weather. I plan everything out three days in advance to make sure we accomplish our tasks." Adapting to the weather tends to be a "hind sight is 20/20" situation. You can try to predict but don't plan on it.

Keeping track of the overall picture is the best way to avoid overcommitting your-

Joel: "Our approach to prevent problems is addressed by adhering to two rules: Have the right people in the room. Expect clear, direct, honest communication from each participant during the meeting."

I would like to thank Dr. Balogh and Mr. Conner for their time and hope everyone has taken something from this article. If you have any ideas for future "Management Matters" articles please feel free to email me at jryan@northlandcountryclub.com.

(Editor's Note: Joel Conner's profile was gathered from Bellisio Foods, Inc. website. Lead-ins and questions are developed from "Successful Manager's Handbook.")

CLASSIFIED ADS

FOR SALE 5-1998 Toro fairway cutting units (8 blades) Mod. 03509 in excellent shape, used as spares. Fits Toro models 5100 or 5200 **Asking \$1250** 5-1998 Toro fairway verticut heads Mod. 03516 in excellent condition Fits Toro models 5100 or 5200 **Asking \$1250** Contact: Keith Scott Oak Ridge CC 952-938-6900

> FOR SALE 6" Muesco pressure reducing valve. \$200 Nema open motor starters. Size 3 - 240 volt coil. Size 4-120 volt coil. \$450 each obo. Contact: Lynn Richert **Angushire Golf Course** 320-252-9208

FOR SALE GA 30 Ryan Aerifier (1990) - \$3,500 (2) Ryan walker Aerifiers (1984) - \$1,500/ units Jacobsen GK IV Triplex (Groomers) (1991) - \$3,500 Jacobsen GK IV Triplex (Diesel) (1989) - \$1,500 Jacobsen GK IV Triplex (Gas) (1987) - \$1,000 Toro Fairway Mower Reelmaster 5300-D (1999) - \$5,000 Toro Groundsmaster (2000) - \$3,500 Jacobsen Rotary Turfcat (1999) - \$5,000 Contact: Tim O'Driscoll Rochester Golf & Country Club 507/536-4487

FOR SALE (3) 2005 Toro Reelmaster 5500 Verticut Units, Model 03872, New-still on pallet,

New price: \$1,450 each Sell all 3 for \$1,000 1994 Toro Reelmaster 5300, serviced, fresh ground cutting units, recent paint job, ROPSw/ suntop, basket kit, nice condition. \$4,500 Contact: Mitch Fossey Troy Burne Golf Club 715-386-2902

FOR SALE

Toro VT4 Complete Satellites \$100 each. Vari-time 4000 Central Control Station \$300. Toro 690 Series Sprinklers and parts for sale. These do not have side boxes but are electrically-controlled by the solenoid being attached to a Toro 3-way actuator. Head with 3-way \$40, Head only \$30. Spare Toro 3-way actuators with solenoid \$10 1997 Jacobsen Greensking V 11 Blade With Groomers - 4,000 Par Aide Spherical Plastic Tee markers for sale. 46 total, mix of Gold, Red. White and Blue colors. \$100 for all of them. Two 4' X 6' cocoa fiber drag mats. Used for three seasons, in very good condition. \$150 each. Contact: John Koury

FOR SALE Set of 3 Toro 04416 verticut units, for GR3000 series. Good condition. \$700.00 / make offer Contact: Chad Braun Prestwick G C 651-459-0288

or Ieramie Gossman

Southview Country Club

651-451-1666

FOR SALE 2003 Royal Lynx Beverage **Caddy Express** tow-style beverage cart in excellent condition. \$5,500 or best offer. Contact: Jeremiah Niebolte The Crossings at Montevideo 320-226-8812

FOR SALE Jacobson Textron Hydro Lawn Mower/Sweeper, Turfcat T628D, with Kubota Diesel Motor, Rear Wheel Steering, 5 Foot Wide Sweeper Attached to Front(Hydraulically Powered) and Mower Deck (not pictured yet), Enclosed Cab, Metal Rims with Good Tires, Parking Brake, Wipers on Front And Back, Exterior and Interior Lights, Heat and Fan Adjustment Controls, Pop Open Windows, Hazard Lights, Blinkers, Electric Key Start. Hours Indicated 872. Contact: Jeff Weber Southview Country Club 612-281-0508

FOR SALE 40 Standard Tour Smooth green composite handle bunker rakes, 3 complete sets of Great Lakes log tee markers, 2 HIO cup cutters, make offer. Contact: Jim Temple Crystal Lake Golf Club 952-953-3656

FOR SALE (16) Yamaha Gas Carts with tops 1989-1993. Good Bodies, excellent mechanically. \$25,000 all or \$1,650 each. Contact: Harley Extsted **Fiddlestix Golf Course** 612-390-6862 or 320-676-3327

WANTED Box Blade attachment for a Sand Pro Contact: Jake Schmitz Olympic Hills Golf Club 952-941-6139

FOR SALE 1964 Ryan Spikeaire 1989 Gandy Sweep Master w/ Hydraulic lift, very little use: \$700 (39) Par Aide Accuform (old style) rakes (good shape): \$400 Contact: Ben Just Midland Hills Country Club 651-631-1545

WANTED Jacobsen LF 100 - 128 Series Fairway Mower for parts. Does not need to run. Contact: Steve Benson **Grand National Golf Club** 320-266-8150

FOR SALE Nolte BC1000 sand cleaner - late 90's model works great and in good condition. For sale or possibly to rent out: \$5,000.00 1973 Toro Parkmaster, some extra parts available: Best Offer Contact: Kyle Fick **Bully Pulpit** 701-623-2323

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